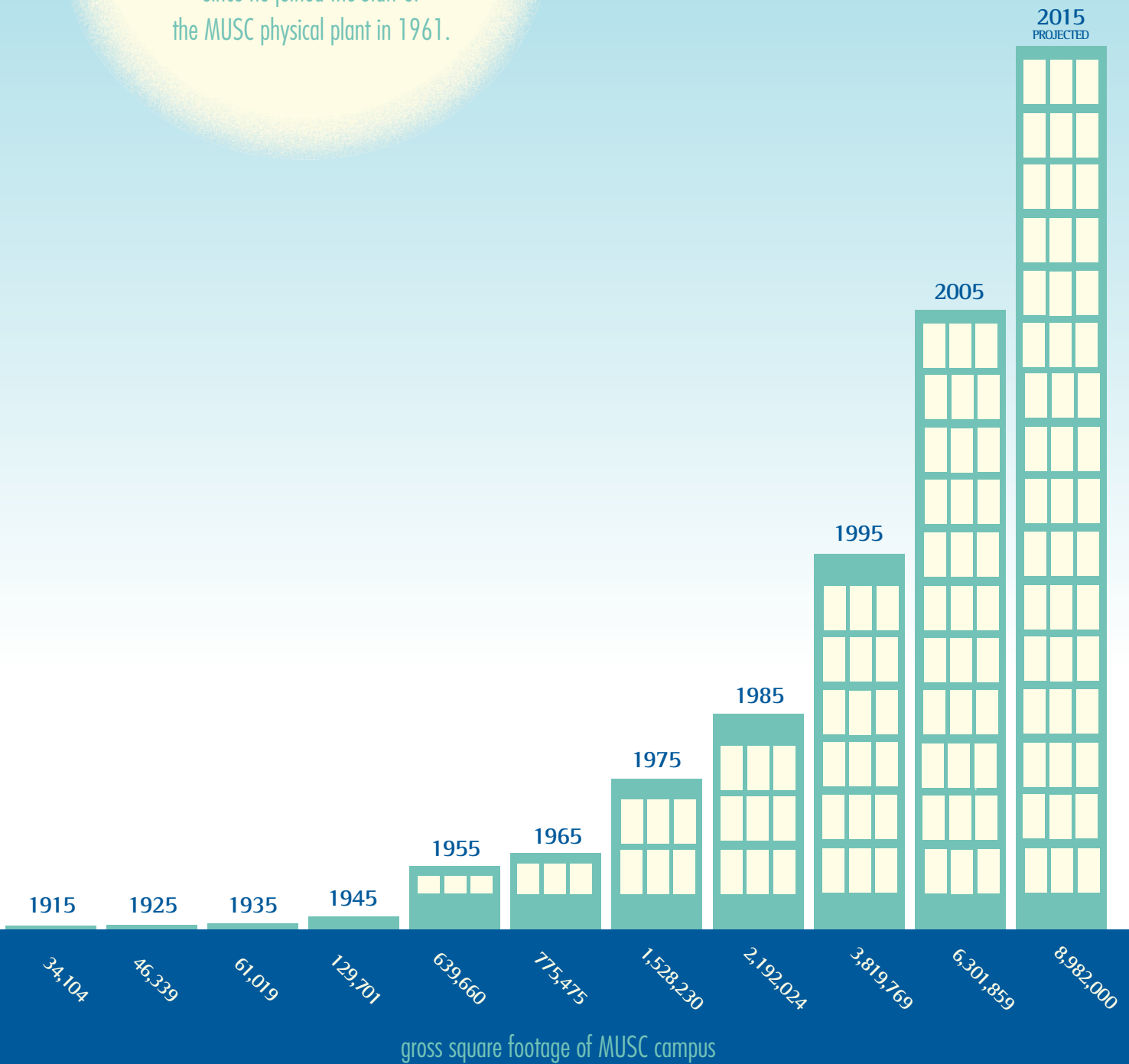


Growing to Serve



MUSC Annual Report 2004-2005

ON THE COVER:
From the roof of Rutledge Tower,
Joe Washington can see
how the MUSC campus has grown
since he joined the staff of
the MUSC physical plant in 1961.



This is a story of growth,

the physical growth of one of the country's oldest academic health sciences centers, and the first in the Deep South. The challenges for success — indeed, survival at times — came early and often to the fledgling school. From the initial startup, through war and natural disasters, and even a short-lived split, the Medical University of South Carolina persevered to become one of America's leading institutions for educating and training health care providers and administrators.

To accommodate the changes in health education and practice, the Medical University — first known as the Medical College of South Carolina — has constantly expanded and undergone changes, even relocating on the Charleston peninsula. It has grown from a single facility on Queen Street to a campus comprising 76 acres and 88 buildings containing approximately 6.3 million square feet. Even as this publication is being written, a new chapter in the university's existence is unfolding on the west side of campus, where a new hospital is under construction, the first of three phases. As significant as that event is, however, it is only one episode in the continuing growth of the Medical University, as more development is already in the planning stages.

This year's annual report will attempt to chronicle the university's growth from the beginning, focusing on the rapid expansion of the last two decades, as seen through the eyes of some of its participants.



Letters from



THE CHAIRMAN

It would be a rare day to walk through the campus of the Medical University of South Carolina and not see a construction crane in the vicinity. In the changing face of health care, the one constant for this institution has been that of steady growth in its physical plant. Such expansion is necessary, however, if we desire to remain on the cutting edge of the health sciences.

In the beginning, however, it took a determined effort by several individuals to make the Medical College of South Carolina a reality in the nineteenth century. Then, following the War Between the States, the institution suffered severe financial hardship before converting to a public medical school. That eased the financial crisis and enabled the Medical University to resume its mission without fear of closure. Over the years, of course, the campus expanded to accommodate advances in education, and later research and clinical care.

As impressive as the university's growth has been, however, it could not have happened without the leadership and vision of many individuals. Our esteemed university historian, W. Curtis Worthington, Jr., M.D., director of MUSC's Waring Historical Library, has emphasized the contributions of three such men, framed by their time of service. Dr. Worthington calls Kenneth M. Lynch, M.D., university president and/or dean from 1943 to 1960, "the man of the first half of the twentieth century." In similar fashion, Dr. Worthington describes President Emeritus James B. Edwards, DMD, (1982–1999) as "the man of the second half of the twentieth century," and current President Raymond S. Greenberg, M.D., Ph.D., Dr. Edwards' successor, "the man of the first half of the twenty-first century."

As a member of the Board of Trustees since 1994, I have had the pleasure of working with two of these individuals, and I can attest that their vision and leadership came at crucial times in MUSC's history. I did not have the pleasure of knowing Dr. Lynch, but he truly set the course for the university that we follow to this day.

Yes, the MUSC campus has expanded tremendously from that single building on the corner of Queen and Franklin streets in 1826. This growth, however, is merely a reflection of the vision, dedication and sacrifice of the men and women who have harbored a desire to serve the people of South Carolina, and it will always be so.

I am privileged to play a part in such a noble cause.

DONALD R. JOHNSON II, M.D.
Chairman, MUSC Board of Trustees



THE PRESIDENT

No construction project in Charleston has ever received as much attention and resources as the new Arthur Ravenel Bridge that spans the Cooper River. The magnificent twin towers of that suspension bridge stand as symbols of strength and connectivity. Construction of the bridge was a huge step forward in building the future of our region.

The Medical University is building its own bridge to the future. Throughout campus, construction crews are hard at work renovating existing facilities and erecting new ones. The largest project by far is the replacement of our main hospital. Towering over the western edge of campus, the first phase of

the new hospital will house diagnostic and therapeutic facilities for patients with heart, vascular and digestive diseases.

On the eastern front of campus, all is not quiet. Within the structure of the former Charleston High School, the College of Health Professions has built a new home. While preserving the integrity of this historic property, a state-of-the-art teaching facility has been created, gathering in the College from seven separate locations around campus.

Our laboratory resources were augmented greatly this year with the dedication of the Charles P. Darby Children's Research Institute. One of the few facilities in the Southeast dedicated solely to investigating the diseases of childhood, this project will help expand the cutting-edge treatments offered in our nationally recognized children's hospital.

The integration of research and clinical care is also featured in the new Hollings Cancer Center. The added space has been finished allowing us to completely renovate the original space. When completed within the coming year, the Hollings Center will be one of the largest and most sophisticated cancer treatment and research facilities in the region.

The former Administration Building has been renovated to house a new education facility. This renovation includes all of the latest educational technology and serves as the new home of the Center for Academic Excellence, the Writing Center, as well as examining rooms for students to practice their clinical skills under observation. Work also is underway on a complete renovation of historic Colcock Hall, converting it into a new home for the administration.

We anticipate that the current pace of construction will be sustained for some time to come. The new clinical education facility for the James B. Edwards College of Dental Medicine will be erected over the next two years. During this same timeframe, a Drug Discovery Building will be built to house researchers from the Colleges of Pharmacy and Medicine who will search for new treatments for cancer, heart disease and neurological conditions. Not long thereafter, we will construct a Life Sciences and Bioengineering building that will integrate clinical scientists from the Medical University with engineers from Clemson and the University of South Carolina. Projects further down the road include the remainder of the hospital replacement and a clinical research building.

While dodging construction cranes and vehicles has become an art form on campus, we are proud that a platform is being built for our continued success. Rising from its historic foundations, the Medical University will meet the future with facilities of a quality that match its faculty, staff and students.

RAYMOND S. GREENBERG, MD, PHD
President, MUSC

Leaders: Catalyst for Growth

They had survived one revolution only to start another, these educated colonists who had come to reside in Charleston in the late 1700s. The South Carolina Lowcountry was home to several physicians, many of whom had been educated in Europe or at the University of Pennsylvania, the colonies' first medical school. Led by David Ramsay, one of several physicians imprisoned by the British during the Revolutionary War, they first formed the Medical Society of South Carolina in 1789, in part to regulate the growing number of doctors, real and imagined, in the area. Ramsay, a Pennsylvania native, possessed a strong interest in medical education and in politics. An accomplished author and historian, he published a popular biography on George Washington.

Ramsay was a protégé of Benjamin Rush, his professor and mentor at the University of Pennsylvania, and brought with him to South Carolina the desire to found a medical school in Charleston.

Ramsay proposed that students be allowed into Medical Society meetings to further their education, and later pushed for the public distribution of lectures involving such topics as anatomy, midwifery, surgery and chemistry. Unfortunately, he did not live to see his dream of a southern medical school come to fruition; an insane patient killed him in 1815.

Several years later, Thomas Cooper, the president of South Carolina College, called for the establishment of a medical school, which resurrected the movement in Charleston and culminated in 1824 with the authorization by the state legislature to begin such a school under the sponsorship of the Medical Society. The school moved into its first building, located on Queen and Franklin streets, in 1826. After its founding, a struggle for administrative control ensued, resulting in the formation of a competing institution, but following reconciliation six years later, medical education flourished in Charleston until the Civil War. The school closed during the war and reopened after the war concluded with virtually its entire faculty intact. Rebuilding from ruins, however, nearly took its toll, as the school suffered financial hardships for years.

The school took another blow in 1886 when it suffered extensive damage from a major earthquake, which caused

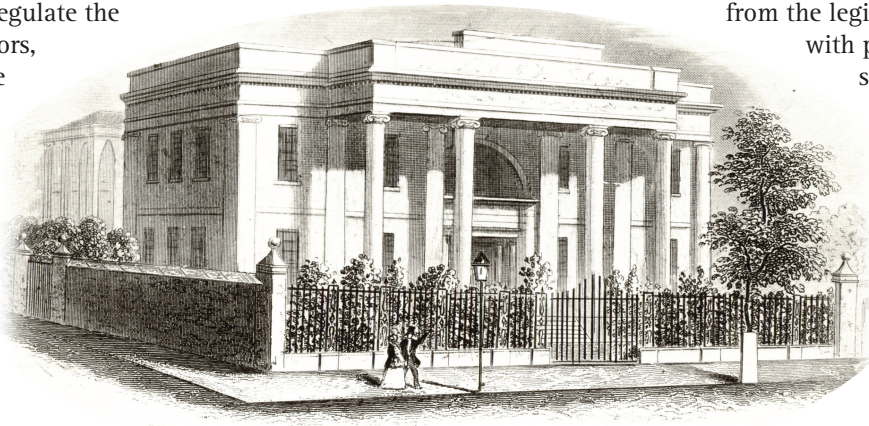
widespread destruction and claimed many casualties in the Charleston area. Despite the damage, the college remained open, but remained on a perilous course to potential closure due to insufficient financial support and poor facilities.

Under the leadership of Dean Robert Wilson, a graduate of the school and former faculty member, the Medical College of South Carolina ultimately gained state sponsorship in 1913 and with it, financial support from the legislature. A year later,

with private contributions, the school relocated to a new building at its current position on Jonathan Lucas Street.

When ground was broken in 1990 for construction of the Hollings Cancer Center, the façade of the 1914 building was preserved.

The original medical college building on Queen and Franklin streets
Courtesy of the Waring Historical Library



Dr. Wilson served as dean of the institution until 1943. Upon his retirement, one of

the pivotal figures in MUSC's history assumed the office of dean of the College of Medicine – Kenneth Lynch. In 1949, when the office of university president was established, Lynch became MUSC's first president. Since its beginning, the school's faculty had been comprised of private practitioners who served part-time in a teaching capacity. Patients were seen at any of the city's hospitals, most notably Roper Hospital. Lynch believed the college could not progress as one of the nation's elite academic medical centers without a full-time faculty and its own teaching hospital. He devoted his presidency primarily to those goals, and achieved them both.

Of course, the Medical College of South Carolina evolved into more than a school educating and training physicians. Following is a list of the five other colleges:

- ✧ A pharmacy program began in 1881, stopped briefly, and began again in 1894 as the School of Pharmacy.
- ✧ The College of Nursing began in 1883 under the auspices of City Hospital and later came under the umbrella of Roper Hospital. It became a part of MUSC in 1919.
- ✧ The College of Graduate Studies began as a committee of the College of Medicine in 1949 and in 1965 changed to its current state.

* The College of Dental Medicine was approved by the Legislature in 1953 but did not accept students until 1967, graduating its first class in 1971.

* The College of Health Professions began as the School of Allied Health Sciences in 1966 and changed to its current name in 1993.

Over the years, of course, the proliferation of additional fields of study brought about the need to expand the physical plant.

Once MUSC became a part of the state system, building and property acquisition increased. Much of the original building activity centered around the 1914 building on Jonathan Lucas Street where the Quadrangle was located. Other notable events included the College of Nursing Building opening in 1956 and the Research Building in 1962.

MUSC continued its steady course of expansion during the tenures of presidents Harold Rawling Pratt-Thomas and William M. McCord. Under Pratt-Thomas (1962-64), the college acquired the Porter Military Academy property in 1963. This acquisition added 11 acres of property directly north of the hospital and three buildings which figure prominently in the current university operations – St. Luke's Chapel, Waring Historical Library and Colcock Hall, the future home of the President's Office. During McCord's tenure as interim and permanent president (1964-75), the former Library-Administration Building (now Education Center) was completed (1971), the Basic Sciences (1970) and Clinical Science (1975) buildings were constructed, the Family Medicine building was purchased and ground was broken on the Storm Eye Institute (1974).

Another significant event occurred during McCord's tenure: The Medical College of South Carolina achieved university status in 1969, becoming the Medical University of South Carolina.

Under William H. Knisely, Ph.D. (1975-82), the College of Health Professions building opened (1976), the Wickliffe House and the adjacent MUSC Guest House were purchased (1977) and the University Services Building, which later became part of the Institute of Psychiatry, was opened (1977). Construction also began in 1982 on the MUSC Children's Hospital. In 1979, MUSC began leasing space in the



First medical college building on modern campus located on Jonathan Lucas Street. The façade was retained when the Hollings Cancer Center was constructed on the site of the building. Courtesy of the Waring Historical Library

former Summerall Center, a 10-story office building near The Citadel, extending university operations in Charleston across U.S. Highway 17.

By the time former Governor James B. Edwards (*see related article*) arrived in 1982, the core campus and its boundaries were more or less established. The university, however, was about to begin an era of growth and expansion unprecedented in its history. During Edwards' tenure in office (1982-99), the following facilities were either built or completed: MUSC

Children's Hospital, Institute of Psychiatry, Hollings Cancer Center, North Tower, Harper Student Center, a four-story addition to the Storm Eye Institute and the Strom Thurmond Biomedical Research Center/ Gazes Cardiac Research Institute. The former Summerall Center, now Harborview Tower, was purchased in 1991 and the former St. Francis Hospital, now Rutledge Tower, was purchased in 1997.

Edwards' retirement in 1999 not only signaled the end of an era in terms of university administration, it coincided with downturns in the state and national economies. MUSC and other academic medical centers, especially those in the public sector, suffered through extremely lean years. Since that time, however, under the leadership of Raymond S. Greenberg, M.D., Ph.D., the Medical University has resumed its position as a leader in the health sciences, and building cranes have resumed their place as campus fixtures – a sure sign of physical expansion.



The first teaching hospital owned by MUSC, constructed in 1955 – The hospital has since been renovated and expanded with the North Tower addition. Courtesy of the Waring Historical Library

The Edwards Era

“If you build it, they will come.”

That mantra, which became part of the American lexicon following the debut of the 1989 movie, “Field of Dreams,” could apply to MUSC.

But before the Medical University could provide the supply, it had to have the demand. In 1982, with the arrival of President James B. Edwards, DMD, the demand began.

“We changed the mindset of people who would have preferred to go elsewhere for their health care,” said Edwards, now MUSC president emeritus who remains involved with the university through the Office of Development.

Prior to Edwards’ arrival, MUSC had a reputation of providing good health care in not-so-good surroundings – the physical plant and campus were not particularly attractive places. Edwards immediately sought to change that perception.

Enter the Palmetto Pavilion, a remaking of the hospital’s 10th floor into private, well-appointed rooms – which eventually expanded to the ninth floor as well – merging private support with a public entity. That transformation, Edwards said, swayed the “opinion makers” of South Carolina



Dr. James B. Edwards

to consider MUSC for their health care.

“They knew that we gave good health care but they didn’t like the surroundings that they had to come and live in to get their health care,” Edwards said. “And what we did was make the upscale Pavilion, and it never was for private patients only, by the way. It was for anyone to use.”

By “raising the bar” in campus appearance and physical plant upgrades, Edwards believes, other area hospitals were prompted to improve their facilities as well, benefiting patients regardless of which hospital they chose.

“That’s probably the most important thing we did,” he said. “We didn’t plan it that way; it’s just the way it happened.”

The next major project to be completed during Edwards’ tenure – the Children’s Hospital – was already under way when he arrived. The region’s most comprehensive pediatric health care facility was the brainchild of Charles P. Darby Jr., M.D., former chair of the Department of Pediatrics. “We’d go over to my office at Gadsden Street and we’d make phone calls to key people in the House

and Senate to support the Children's Hospital," Edwards said. "Dr. Darby had the vision, the desire and the drive to get it done. I followed his lead."

Other projects followed – the Institute of Psychiatry, the Harper Student Center, the North Tower, the Hollings Cancer Center and the Thurmond Biomedical Research Center/Gazes Cardiac Research Institute, to name some of them. From 1982, when Edwards took office, until his retirement in 1999, square footage on the MUSC campus more than tripled, from approximately 1.5 million to 5 million square feet.

Knowing that the Lowcountry attracts many retired corporate executives, Edwards sought them out, invited them to examine the university and suggest ways to improve its operation. That gave them some intellectual equity in the institution.

"I can't take much credit personally, except maybe having a God-given talent for putting together people who are willing to give of themselves and do these projects," Edwards explained. "We recruited a lot of the people who had moved into the Lowcountry and along the coastal regions to help us with the management of the hospital, and once they got to know the hospital, naturally they wanted to get their health care there and they wanted to help financially to help fund these projects."

There were many brainstorming sessions to determine the university's direction, Edwards said, both among senior administrators and during executive retreats with retired CEOs. Out of those sessions came a series of five-year plans, but the results, Edwards believed, were not as important as the process.

"Most master plans are good – you ought to keep them and live by them with some flexibility," he said. "But the act of developing the plan is the most valuable thing that comes out of the plan. Everybody gets on board and knows why you're doing certain things."

On the academic and research sides, Edwards and Marion Woodbury at University Medical Associates, the university's private practice plan for its physicians, worked to recruit clinicians and scientists to come to MUSC with the pledge of

expanded, state-of-the-art facilities. "We had some wonderful teachers here when I arrived, but they just needed a little more space," Edwards explained. "And to recruit top doctors and scientists, we had to have a good place for them to work."

Despite the unprecedented construction activity during his 17 years in office, Edwards points to an often-overlooked piece of property – already owned by the university when he became president -- as being one of his favorite projects. The university's Guest House was purchased in 1977 as part of the Wickliffe House acquisition. Under Edwards' direction, it became a self-service bed & breakfast adjacent to the main campus, available to travelers doing business with the university, university trustees, government representatives or families of patients.

"Most people don't realize what a success that's been," Edwards said. "We could put up our legislators there. We charge everybody a fee for using it, but it was convenient and it was a modest fee. We saved it for people who were potential donors, and it paid off in spades. A lot of donations that we got started off when guests had loved ones here in the hospital.

We gave them a little room in the Guest House. Three rooms. Probably there are no three rooms on this campus that have brought in more money than those three rooms in that little Guest House."

As a legislator, governor and U.S. Cabinet secretary under President Ronald Reagan, Edwards had years of experience dealing with countless governmental boards, and credits the university's board of trustees for enabling MUSC to grow. "All of the board members were dedicated to the university," he said. "None of them wanted anything personal out of it. They just wanted to see the university grow.

"And we did grow, and I take pride in riding around the campus with my grandchildren, pointing to buildings, saying, 'We built this and we built that.' I feel very pleased with the 17 years I served here. They were productive years. I'm glad we could leave the institution a lot bigger and better institution than what we found it."

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Joe Washington: Served 45 Years and Watched It Grow

The Medical University of South Carolina currently holds approximately 88 buildings on its 76-acre campus.

When Joe Washington first arrived, there were only about 10 buildings.

It was May 1961.

The Cold War between the United States and the former Soviet Union was escalating: An American-backed attempt to overthrow Fidel Castro in Cuba had failed and the Berlin Wall was going up to stem the flow of refugees from Communist East Berlin to West Berlin. Beyond that, the Soviets had successfully orbited a man around the earth, beating the U.S. to that historic milestone.

Closer to home, President John F. Kennedy had recently formed the Peace Corps, following up on a campaign challenge to college students to help improve living standards in underdeveloped countries, and the first Freedom Riders of the fledgling Civil Rights Movement were encountering violent confrontations in the Deep South.

It was in this era that a teen-aged Washington first started working in the MUSC Hospital, doing a variety of cleaning duties.

Although his work area was limited to the hospital, the other main buildings on campus were the 1914 building, the Quadrangle, Baruch Auditorium, the Alumni Memorial House (dormitory space) and the College of Nursing.

"I was 17 or 18 when I started here; the first job I had was working in the hospital housekeeping department," Washington said. "And then I started meeting some of the guys from the physical plant – it used to be a maintenance department then – and that's how I got into maintenance. I got training in air compressors and in other areas."

Some time after that, the hospital and university merged their maintenance departments, and Washington – now with the university's Engineering and Facilities Department – began to work all over campus.

"The old Alumni House (located near the Harper Student Center) used to have a big swimming pool," Washington recalled. "We had to come out there and clean that thing up and get it ready for the kids."

The department's responsibilities spread to maintenance of the presidents' residences and out at Fort Johnson on James Island, where the university acquired laboratory space and other facilities which it still operates.

"That's a lot of ground to cover," Washington observed.

Well, that wasn't anything compared to what happened over the next four decades, and Joe Washington still covers a lot of ground.

Recently, Washington stood atop Rutledge Tower, his eyes spanning the MUSC campus – one institution overlooking another. Virtually every major building he could spy from his vantage point has been built since he first stepped foot on campus. He plans to retire this spring, closing the book on 45 years of service to the university. Naturally, after nearly a half-century of experiences, he has some stories to tell, and just as naturally, several of them revolve around Hurricane Hugo in 1989.

Today, Washington and his crew maintain generators and

other equipment all over campus, as well as handling any plumbing repairs. Due to reduced state appropriations over the past several years, the Physical Plant, like many other university departments, has to do the same amount of work – or in some cases, perhaps more – with fewer resources and personnel.

"Right now I got 12 people in here to cover over five million square feet," he said. "We do a lot of work. I'm not in here for a pat on my back because I enjoy myself, I really do. Sometimes, it gets hectic – everybody wants something yesterday."


For Washington, it won't be long before he can look back on more than 16,000 yesterdays, and a job well done.

Recently, Washington stood atop Rutledge Tower, his eyes spanning the MUSC campus – one institution overlooking another. Virtually every major building he could spy from his vantage point has been built since he first stepped foot on campus.

New Hospital: A Nurse's Dream



Alexandra Bowman, a charge nurse in the Digestive Disease Center, will work in the first phase of the new MUSC hospital when construction is completed.



It's not often you get in on the ground floor of an entirely new hospital project (no pun intended), but Alexandra Bowen did, and you can imagine the response.

"It was exciting to see it from the beginning when they were talking about it and seeing the plans," she said. "It was nice to be included in the planning and asked for my input."

As a charge nurse in the Digestive Disease Center with 28 years of nursing experience, Bowen has a pretty good idea about what makes a comfortable, efficient health care environment. Obviously, when the current hospital opened a half-century ago, specialized centers such as Digestive Disease were nowhere on the health care road map. Today, however, such centers form the core of a hospital's operation, yet existing physical facilities cannot adequately accommodate all their functions. Due to the size and comprehensive nature of the Digestive Disease Center, its staff and facilities are scattered throughout the medical complex. In the new hospital, Bowen said, she expects the staff to be together for the most part, which will improve the continuity of patient care.

"Having a nurse's input is very valuable," she said. "We deal with patient care every day and we see what works and what doesn't work. It's nice that we were included in the planning phase. We saw the plans and the way things were laid out, and we were able to make some suggestions about what should be moved. That was exciting, to be involved in it."

Bowen has spent her entire career in the nursing profession. As a teenager, she worked

in a nursing home, and, at her father's suggestion, pursued nursing in college. Today, nearly three decades later, she's happy she followed that path. "Like everything, it has its ups and downs," she said of nursing, "but there are the good days when you really feel that you've helped somebody. You've made their life easier in some way, and that's what it's all about."

The new hospital is not the first construction project in which Bowen has been involved.

Bowen had been involved in a reconstruction project at another hospital in New York, but not on the "massive scale" of an entire new facility. "This is mind-boggling, really, to see how they put it all together," she said. "I think we'll be the premier place to come for digestive health care in the South."

To be photographed with the hospital construction in the background, Bowen had to venture atop the nine-story Thurmond Biomedical Research Institute, sitting on the roof, overlooking the Charleston skyline. "It was awesome, it really was," she said. "To see the whole thing come together, with the water and the James Island Connector in the background, it was amazing."

After the photography session, Bowen joked she had just experienced her "15 minutes of fame," the amount of time everyone in the world would have, according to American pop artist Andy Warhol.

Well, Alexandra, since this publication comes out only once a year, allow us to extend your fame by more than 35,000 times as our token of appreciation for your participation.

"We deal with patient care every day and we see what works and what doesn't work. It's nice that we were included in the planning phase."

Seven-year-old Savannah Noel and eight-year-old Thomas Murray are in the foreground of the new Charles P. Darby Children's Research Institute where research is being conducted that will give new hope to future generations of children. Savannah's congenital heart defect was repaired at MUSC Children's Hospital where she comes for follow-up visits. Three years ago Thomas spent six weeks in the MUSC Children's Hospital's Pediatric Intensive Care Unit with Guillain-Barré Syndrome.



Progress This Year and a Glimpse Into the Future

So, what will MUSC look like in the future?

We know for certain that it will contain a new medical complex on the western edge of the campus, as the first phase is under construction. In addition, MUSC President Raymond S. Greenberg, M.D., Ph.D., says plans are being made for additional research facilities, such as a Center for Drug Discovery, a bioengineering building and a patient-oriented research center in the academic core of campus. A new clinical building for the College of Dental Medicine also is under way in that area.

Much of this development is being guided by a document entitled, "Vision 2020," a master plan for the layout and appearance of the MUSC grounds. "We really didn't have a campuswide master plan until the late 1990s," said Greenberg, "and it has helped us shape the campus since then. Given the amount of construction that has taken place, we feel that it is timely to revisit that plan."

The original master plan, commissioned by the Board of

Trustees in 1998, was devised by two master planning and architectural service firms, Perkins & Will and Ayers Saint Gross, to help guide campus development for the next two decades. It considered land use, vehicular and pedestrian traffic flow and the campus's relation to surrounding

neighborhoods.

One benefit already emerging from Vision 2020 is a sense of identity among the university's renovated and new facilities. "Previously, there was no thematic consistency in the appearance of buildings," Greenberg said, "and one of the things that has come out of the master plan is a set of architectural design guidelines. With these design parameters every building can have distinctive features, yet fit into a style that is compatible from one facility to the next."

Two towering structures recently completed within these archi-

tectural guidelines provide the campus with much needed clinical and research space. The seven-story Charles P. Darby

"One of the things that has come out of the master plan is a set of architectural design guidelines. With these design parameters every building can have distinctive features, yet fit into a style that is compatible from one facility to the next."

DR. RAYMOND S. GREENBERG

Children's Research Institute on the northern edge of campus brings together researchers to work closely with clinicians to prevent and cure childhood diseases. On the other south side of campus, the new seven-story tower addition to the Hollings Cancer Center doubles the facility's clinical space and triples its research area. It will enhance patient care, accelerate cancer research and expand the scope of outreach and prevention services.

What wasn't anticipated at the time the master plan was devised was the site of the new hospital now under construction. "That wasn't in the plan at all," continued Greenberg. "The planners were working on the assumption that we would

add to the current hospital rather than replace it. In order to make room for that expansion, the plan was to remove the old Administration Building and have the hospital expand into that footprint."

"The thinking was that the hospital was pretty well set," explained Kevin King, a representative of Ayers Saint Gross. "The university had made some significant investments in that facility and thought they just needed to have another series of incremental growth – small additions to the hospital that would carry them.

"Since that time, they've reassessed it and said, 'You know, this building has been added onto and added onto and

Celeste Jordan, Judy Holz, Suzanne Burwell, Marcia Higaki and Jenny Stone, left to right, of central administration staff will be moving into the old Colcock Hall when renovation is completed. The building was gutted to provide attractive, modern office space, but the exterior will be preserved. The building was built as a cannon foundry by the Confederate Government in 1861. After the Civil War, the building was part of a boys' school until acquisition by the Medical University in 1963.









added onto over the years. Does it make sense to do it again, especially thinking about these larger issues, about patients' experiences in a healing environment?"

The practice of incremental additions to a medical center is commonplace, as facilities expand to embrace evolving technology. Eventually, the original building becomes the core of a labyrinth that is difficult to navigate, especially for visitors. To correct this is one of the primary objectives of campus planners King and Anthony Cataldo, who are reviewing and revising Vision 2020.

"The people who are coming here, your customer base, are usually not feeling their best to begin with, and this building layout makes it worse," King said. "So this is a chance to step back and say, 'How can we make the medical environment much more hospitable, much more friendly,

"So this is a chance to step back and say, 'How can we make the medical environment much more hospitable, much more friendly, much more engaging, not only in terms of the medical delivery side but the student side, the clinic side, the less purely health-related side?'"

KEVIN KING OF AYERS SAINT GROSS

much more engaging, not only in terms of the medical delivery side but the student side, the clinic side, the less purely health-related side?"

With the decision to rebuild the hospital and to stay on the Charleston peninsula, there was only one part of campus with enough available land to construct the hospital and that was on the western side of campus. "That led to another series of decisions about: Are there synergies we can develop with the Veterans Administration; are we in a better location in



Whitney G. Williams, Jennifer Major, Alan Phillips, Jessica Tillman, Erin Wilson, and Todd Crawford, all students in the College of Nursing, study together in the newly renovated Education Center and Library. The facility is a student-centered hub in the center of campus.

terms of traffic access? It probably makes sense for us to think about moving to the west, plus it frees up the core campus to perhaps focus on research or academics or a mixture of the two,” King added.

Relocating the hospital subsequently led to another direction for the Library-Administration Building, returning to the basis for MUSC’s existence – education.

“The idea of redoing the Library Building as an education center really was a fairly recent phenomenon,” Greenberg explained. “In order to make way for the new hospital, we had to take down part of the student support services at the Harper Student Center. The students might have perceived this decision as indicating that they weren’t as important to

the mission of the university as was the hospital project. We needed to have a counterbalance – students really should be at the core of the campus and they deserved to have the best quality facilities for their education. By moving out the administration and renovating the space for students, we have reaffirmed our commitment to them.”

The result is a proposed campus landscape that clearly defines the buildings and the perimeter of the campus and introduces green space within its boundaries. It should be noted that the organization that worked with the College of Charleston on its master plan is the same one working with MUSC. In both projects, the planners could draw inspiration from the surrounding neighborhoods of Charleston.

"There is a very strong palette of material and details that are here in Charleston," King said. "When we did the master plan, we said the city is our guidepost on this because of the way it's laid out, the way it feels, the scale, the gardens. They all have a certain character that's unique to Charleston. Let's not lose that. Is there a way we can take some of those principles and apply them to the Medical University?"

Greenberg and the administration strongly endorse the relationship between the university and its historic environs. In fact, it is a source of pride that several construction projects have managed to preserve portions of original buildings, most notably the facades of the Hollings Cancer Center (1914 building) and the College of Health Professions (High School of Charleston, built in 1922).

"When I became president, we had two or three buildings on the state's Top 10 list of most at-risk historic properties," Greenberg said. "We should be proud that these renovation projects have allowed us to restore these properties."

Future construction projects, Greenberg said, will further emphasize the Charleston theme. "Rather than turning our back on our historic areas, we're trying to move activity to them," he said. "Colcock Hall (the future home of the President's Office) may be viewed as being off the beaten path at the northeast corner of campus. That may be true, but I hope we will pull some of the epicenter of campus over to that

The relocation of the new hospital to the western edge of campus opens up potential uses for other properties and facilities that were not available before.

beautiful historic area."

With a total of 88 buildings on 76 acres, Greenberg acknowledged that there is a limited pool of available space on campus for future growth. "I think we can say that if the current rate of growth is maintained into the future, there are probably no more than a half dozen buildings that can be sited on currently-owned land," he said, "so we should look at the eventual expansion of the campus beyond its current boundaries."

The relocation of the new hospital to the western edge of campus opens up potential uses for other properties and facilities that were not available before. The obvious question, of course, is what becomes of the current hospital once the new one is completed?

"We don't have the answers yet," King said. "It's going to be used for a long time for hospital operation because it will require years to complete all three phases of the new hospital. But eventually, some of the old hospital will be decommissioned, so it's a question of when that occurs, what is the best fit? Maybe we will look at decoupling older, obsolete parts of the building where it's just too costly to renovate. It might be better just to build new. The land becomes more valuable than the building. That might be an option, but we just aren't there yet."

At the rate Vision 2020 is changing the face of the MUSC campus, can Vision 2040 be far behind?

"When I became president, we had two or three buildings on the state's Top 10 list of most at-risk historic properties. We should be proud that these renovation projects have allowed us to restore these properties."

DR. RAYMOND S. GREENBERG

Financial Highlights FOR THE

REVENUES

UNIVERSITY

State Appropriations	100.5
Grants, Gifts, Contracts	189.7
Sales and Services	98.7
Tuition and Fees	35.0
Other	9.8

MU HOSPITAL AUTHORITY

Patient Services	624.9
Other	15.9

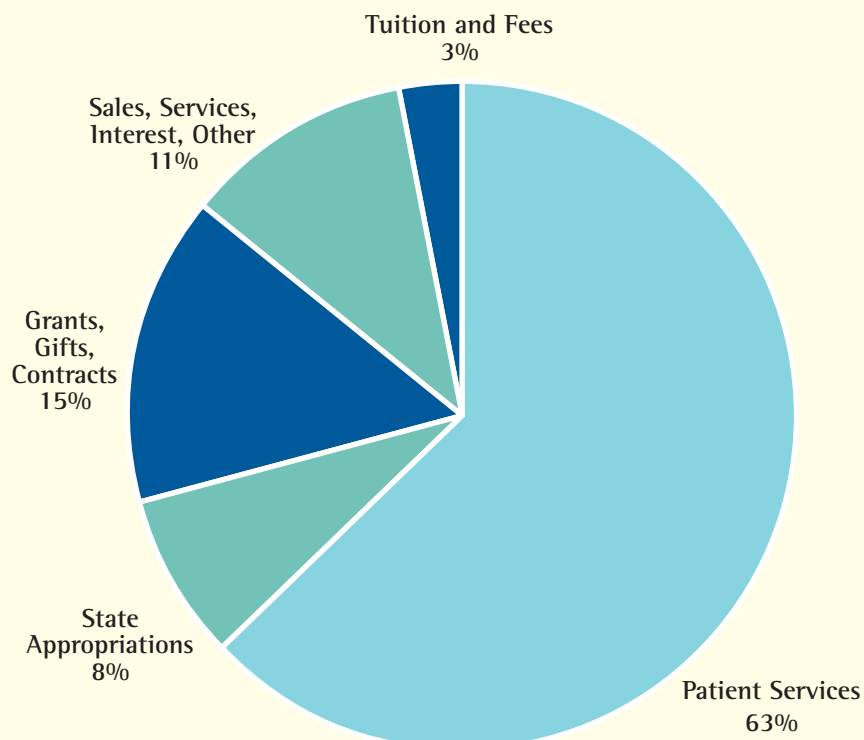
UNIVERSITY MEDICAL ASSOCIATES

Patient Services	173.0
Other	19.1

NONMAJOR ENTERPRISE FUNDS	2.7
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TOTAL	\$1,269.3
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\$ MILLIONS



EXPENSES AND TRANSFERS

University	370.0
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Medical University Hospital Authority	620.5
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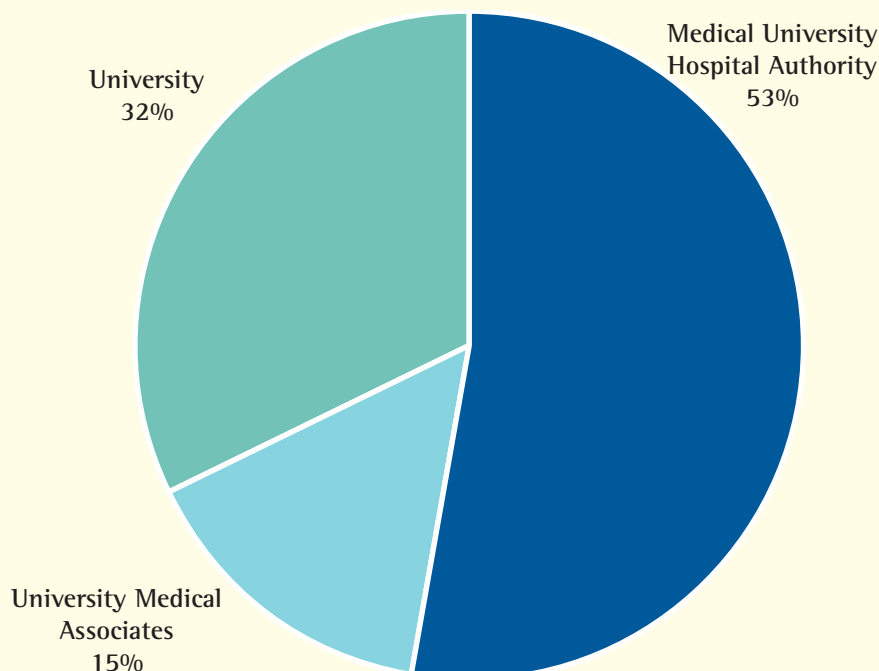
University Medical Associates	170.5
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Nonmajor Enterprise Funds	1.9
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TOTAL	\$1,162.9
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INCREASE IN NET ASSETS	\$106.4
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\$ MILLIONS

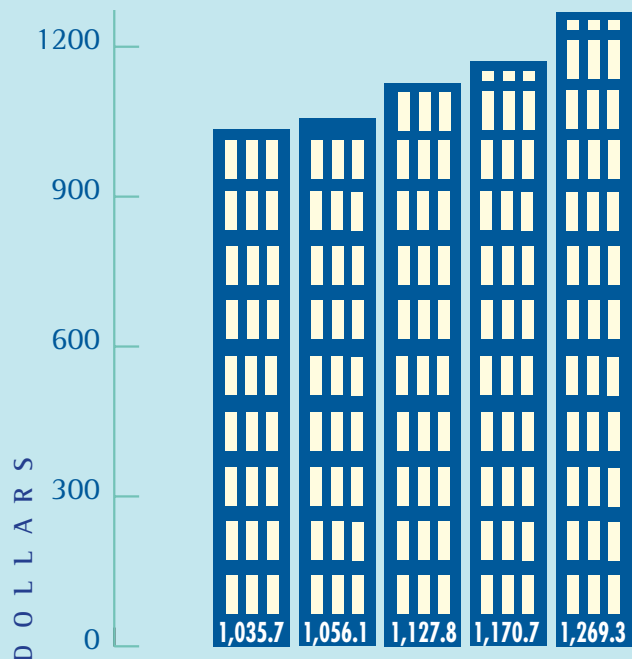


Note: The Nonmajor Enterprise Funds are comprised of the Medical University Facilities Corporation, CHS Development Company, and the Pharmaceutical Education and Development Foundation.

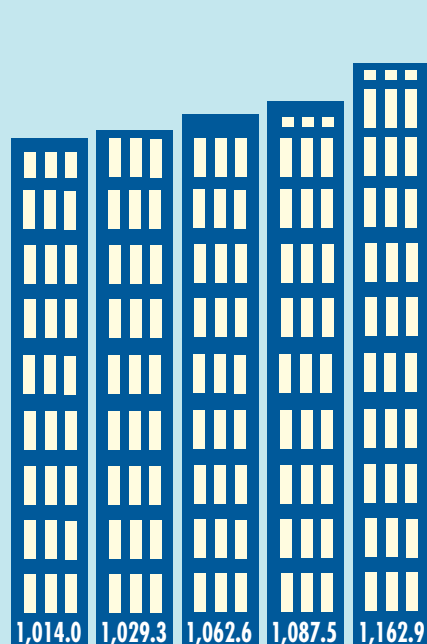
Source: Audited Financial Statements for the year ended June 30, 2005.

YEAR ENDED JUNE 30, 2005

REVENUES

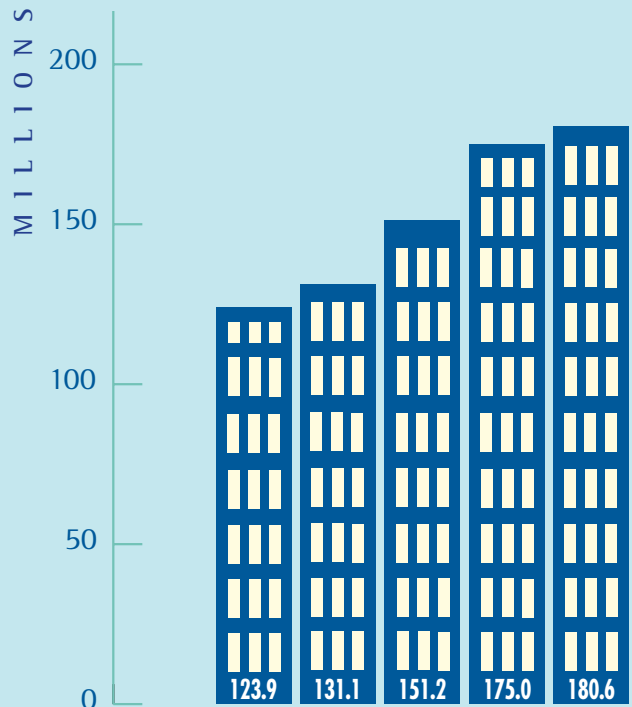


EXPENDITURES AND TRANSFERS

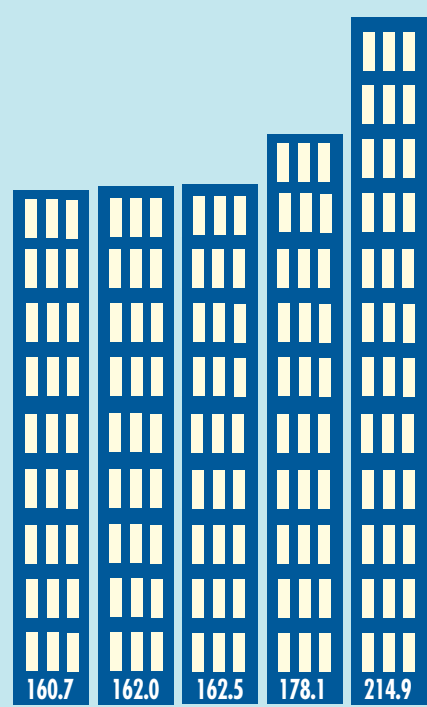


2001

2005



RESEARCH CUMULATIVE AWARDS



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